

**QUESTION:**

By means of examples from the case study, ID and explain 5 **characteristics** displayed which are associated with an **entrepreneurial individual**/ By quoting relevant issues from the case study, present at least 5 characteristics displayed that are associated with an entrepreneurial individual

**SECTION 2: Creating the entrepreneurial organisation****Chapter 6: Human resources in the entrepreneurial organisation – The entrepreneurial personality**

OCT/NOV 2014: SECTION A - QUESTION 1.3 (5)

MAY/JUNE 2015: SECTION A - QUESTION 1.2 (10)

MAY/JUNE 2016: SECTION A - QUESTION 1.3 (5)

SEMESTER 1 – 2017: ASSIGNMENT 2 – QUESTION 1 (5)

2017: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 1 (5)

**ANSWER:**

- 1) Achievement of motivation
  - o They are driven by the task, the challenge: The opportunity to accomplish what others said could/would/should not be done
- 2) Internal locus of control
  - o Entrepreneurs are change agents: They fundamentally believe that, with enough time & effort and their own involvement they can change their environment
- 3) Calculated risk-taking
  - o Can be defined as pursuit of a course of action that has a reasonable chance of costly failure, where failure is a significant negative difference between anticipated and actual results
- 4) Tolerance of ambiguity
  - o Things do not have to follow an exact pattern. They are often messy and imprecise with tremendous uncertainty
- 5) Commitment/Perseverance/Determination
- 6) Independence
- 7) Self-Confidence and Optimism
- 8) Tolerance for failure
- 9) Persistent Problem solving
- 10) Opportunity Orientation
- 11) Integrity and Reliability
- 12) High energy level/work ethic
- 13) Resourcefulness
- 14) Creative and Innovativeness
- 15) Vision
- 16) Team Building

**QUESTION:**

Discuss/Describe the term/concept **Entrepreneurial Intensity** and show/indicate by means of examples from the case study how it is practiced/applied at XXX/ How would you measure XXX **entrepreneurial intensity**? Substantiate your answer by giving examples from the case study:

**SECTION 1: Building blocks for corporate entrepreneurship****Chapter 3: Levels of entrepreneurship in organisations – Entrepreneurial Intensity – Exploring the dimensions of Entrepreneurship**

OCT/NOV 2013: SECTION A - QUESTION 1.1 (10)  
 MAY/JUNE 2014: SECTION A – QUESTION 1.2 (10)  
 MAY/JUNE 2015: SECTION A - QUESTION 1.1 (10)  
 OCT/NOV 2015: SECTION A – QUESTION 1.3 (10)  
 OCT/NOV 2016: SECTION A – QUESTION 1.2 (10)  
 MAY/JUNE 2017: SECTION A – QUESTION 1.2 (10)  
 OCT/NOV 2017: SECTION A – QUESTION 1.1 (10)  
 SEMESTER 1 – 2017: ASSIGNMENT 2 – QUESTION 2 (10)  
 SEMESTER 2 – 2017: ASSIGNMENT 2 – QUESTION 2 (11)  
 2017: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 2 (10)  
 SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 7 (9)

**ANSWER:**

Entrepreneurial intensity refers to

- The assessment of the overall level of entrepreneurship in a company by combining
  1. The degree of entrepreneurship (level of innovativeness, reactivity and risk-taking)
  2. and the frequency of entrepreneurship (the number of entrepreneurial events that take place in a given time period)
- **INNOVATIVENESS:**
  1. The extent to which an organisation does things in novel, different and unique ways
  2. A range of possibilities exist:
    - New or improved products
    - New or improved services
    - Process Innovation
- **PRO-ACTIVENESS**
  1. Concerned with the:
    - Implementation
    - Taking responsibility
    - Doing whatever is necessary to bring an entrepreneurial concept to fruition
  2. It usually involves:
    - Perseverance
    - Adaptability
    - and willingness to assume responsibility for failure
- **RISK TAKING**
  1. Willingness on the part of the organisation to pursue opportunities that have a reasonable likelihood of producing losses or significant performance discrepancies

2. The emphasis is on moderate and calculated risk
3. 4 innovation types in respect of product innovation:
  - Discontinued innovation
  - Dynamically continuous innovation
  - Continuous innovation
  - Imitation

**QUESTION:**

By means of examples from the case study, briefly discuss whether xxx meet the **characteristics** of an **entrepreneurial mindset**/ By quoting relevant points from the case study, briefly discuss whether xxx and her managers meet the **characteristics** of an **entrepreneurial mindset**/ ID 5 **characteristics** of an **entrepreneurial mindset**, and briefly discuss whether xxx and his managers meet these characteristics/

**SECTION 3: Achieving and sustaining entrepreneurial performance****Chapter 15: Sustaining entrepreneurial performance in the 21<sup>st</sup> century – The entrepreneurial mindset**

MAY/JUNE 2013: SECTION A - QUESTION 1.3 (6)

MAY/JUNE 2014: SECTION A – QUESTION 1.1 (5)

OCT/NOV 2014: SECTION A - QUESTION 1.1 (5)

MAY/JUNE 2016: SECTION A – QUESTION 1.4 (10)

MAY/JUNE 2017: SECTION A – QUESTION 1.1 (10)

SEMESTER 1 – 2017: ASSIGNMENT 2 – QUESTION 3 (10)

SEMESTER 2 – 2017: ASSIGNMENT 2 – QUESTION 1 (10)

2017: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 3 (10)

SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 4 (4)

**ANSWER:**

- 1) **They passionately seek new opportunities**
  - a. Habitual entrepreneurs:
    - i. Stay alert
    - ii. Always looking for the chance to profit from change and disruption in the way business is done
- 2) **They pursue opportunities with enormous discipline**
  - a. Habitual entrepreneurs are not only alert enough to spot opportunities, but make sure they act on them
  - b. They make investments only if the competitive arena is attractive and the opportunity is ripe
- 3) **They pursue only the very best opportunities and avoid exhausting themselves and their organisations by chasing after every option**
  - a. They go after a tightly controlled portfolio of opportunities in different stages of development
  - b. They tightly link their strategy with their choice of projects, rather than diluting their efforts to broadly
- 4) **They focus on execution – Specifically, adaptive execution**
  - a. Execute: They get on with it instead of analysing new ideas to death
  - b. Adaptive: Able to change direction as the real opportunity, and the best way to exploit is, evolve
- 5) **They engage the energies of everyone in their domain**
  - a. In pursuit of an opportunity - They involve many people, both inside and outside of the organisation
  - b. They create and sustain networks of relationships
  - c.

**QUESTION:**

**Entrepreneurial imperatives** are those aspects of strategic leadership that are inherently entrepreneurial, in that they relate to the recognition and/or exploitation of opportunity. Discuss 5 **entrepreneurial imperatives of strategic leadership** in an organisation/ Relate the key **entrepreneurial imperatives** of top-level executive/s to the efforts exhibited by the top level executives at xxx in the case study

**SECTION 3: Achieving and sustaining entrepreneurial performance****Chapter 12: Leading the entrepreneurial Organisation – The entrepreneurial imperatives of strategic Leadership**

MAY/JUNE 2014: SECTION A – QUESTION 1.3 (6)  
 MAY/JUNE 2015: SECTION B – QUESTION 4.1 (10)  
 OCT/NOV 2015: SECTION B: QUESTION 4.3 (10)  
 OCT/NOV 2016: SECTION B: QUESTION 4.2 (10)  
 MAY/JUNE 2017: SECTION B: QUESTION 4.2 (10)  
 SEMESTER 2 – 2017: ASSIGNMENT 2 – QUESTION 4 (6)  
 SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 1 (10)

**ANSWER:****1) NOURISH AN ENTREPRENEURIAL CAPABILITY:**

- Invest in the development of an institutionalised organisational capacity for innovation and entrepreneurship
- The capability needed is one that allows innovative ideas to emerge from diverse locations throughout the organisation and results in autonomous innovations.

**2) PROTECT INNOVATIONS THAT THREATEN THE CURRENT BUSINESS MODEL/DISRUPTIVE INNOVATIONS:**

- Selectively protect the innovations that seem disruptive or threatening to the organisations mainstream operations by ‘cocooning’ them in their infancy
- Organisations tend to ignore, passively discount/discredit/destroy innovative ideas whose success might undermine the competitive or profitability of current business opportunities.

**3) MAKE OPPORTUNITIES MAKE SENSE:**

- Top-level managers (executives) should actively seek to expand the “radar screen” used by organisational personnel to define the company’s entrepreneurial opportunities
- The entrepreneurial opportunities recognized by employees will be constrained by how those individuals think about their company’s mission and purpose, and their individual roles within the organization

**4) QUESTION THE DOMINANT LOGIC:**

- Challenge conventional strategic practices, norms, and mind-sets such that innovation is not hampered by tradition or other social or psychological constraints.
- Question the ways in which managers conceptualise the business and make critical resources-allocation decisions.

**5) REVISIT THE ‘DECEPTIVELY SIMPLE QUESTIONS’:**

- The deceptively simple questions are those whose answers DEFINE the company and its operations in a very fundamental sense.
- Although there are no single, correct, enduring answers over the course of a company’s existence, Top-level managers should re-ask these basic questions (such as ‘what business are we in? and ‘what do our customers value?’) and attempt to answer these questions in order to identify new opportunities for growth.

**6) LINK ENTREPRENEURSHIP AND STRATEGY:**

- Integrate the entrepreneurial and strategic processes of the organisation to facilitate the recognition and exploitation of strategically significant opportunities for innovation.
- Top-level managers should look beyond the scope of what might seem straightforward strategy and incorporate entrepreneurial initiatives within their strategy-making processes.

**QUESTION:**

**Define the concepts** of Individualism and Collectivism/ Give the **merits** of Individualism **versus** Collectivism by indicating **2 positive aspects** and **two negative aspects** of each (use a table)/ While entrepreneurship does not happen without individuals, it also does not happen without teams. Individualism versus collectivism is a value that exists at xxx, even when management is unaware of it: **Define the concepts** of Individualism and Collectivism: Give the **merits** of Individualism **versus** Collectivism by indicating **4 positive aspects** and **4 negative aspects** of each. You may use a table to structure your answer.

**SECTION 2: Creating the entrepreneurial organisation****Chapter 10: Developing an entrepreneurial Culture – a culture with a different view of failure**

OCT/NOV 2014: SECTION B – QUESTION 2.1 (12)

MAY/JUNE 2016: SECTION B – QUESTIONS 2.1 (4) + 2.2 (8)

SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 5.1 (4) + 5.2 (8)

**ANSWER:****INDIVIDUALISM:**

- Refers to a self-orientation
- An emphasis on self-sufficiency and control
- The pursuit of individual goals that may or may not be consistent with those of one's colleagues
- And a value system where people derive pride from their own accomplishments

**COLLECTIVISM:**

- a Group/collective orientation involves:
  1. The subordination of personal interest to the goals of the larger work group
  2. An emphasis on sharing
  3. A concern with the group welfare
  4. Antipathy toward those outside the group

**POSITIVE ASPECTS**

| INDIVIDUALISM  | COLLECTIVISM   |
|--|--|
| Consistent with achievement motivation                                   | Individuals treated as equals  |
| Stronger sense of personal responsibility for performance outcomes       | More consensus regarding direction and priorities                        |
| Linkage between personal effort & rewards create greater sense of equity | Ability to incorporate diverse perspectives & achieve comprehensive view |
| Employee develops strong self-concept, more self-confidence              | Credit for failures & successes equally shared                           |

**NEGATIVE ASPECTS**

| INDIVIDUALISM                                | COLLECTIVISM                                  |
|--|---|
| Onus of failure falls on the individual      | Tendency toward “group think”                 |
| Differences among individuals are emphasized | Less personal responsibility for outcomes     |
| Interpersonal conflicts are encouraged       | Loss of personal & professional self to group |

|   |   |
|---|---|
| Strong incentive for unethical behaviour,<br>expediency | Collectives can take more time to reach<br>consensus – May miss opportunities |
|---|---|

**QUESTION:**

**Identify** the 5<sup>th</sup> and final stage of Griener's organisational Life Cycle Process/ **Describe** this stage and **indicate** any 2 changes that must be made to ensure a continued existence of the company/ Companies go through an organisational life cycle as they evolve. Griener (1972) suggests that often, at some stage during this cycle, companies lose their entrepreneurial way. **ID and explain** the 5th and final stage of Griener's organisational Life Cycle Process. **Describe** this stage and **indicate** what changes must be made to ensure a continued existence of the company **ACTIVITY 8**

MAY/JUNE 2013: SECTION B – QUESTION 2.2 (5)

OCT/NOV 2014: SECTION B – QUESTION 3.2 (5)

MAY/JUNE 2016: SECTION B – QUESTION 3.2 (5)

OCT/NOV 2016: SECTION B – QUESTION 2.2 (5)

MAY/JUNE 2017: SECTION B - QUESTION 2.2 (6)

**ANSWER:**

## 1. GROWTH THROUGH COLLABORATION:

- a. Companies respond to this loss of control by centralizing operations
- b. Head office staff is developed to coordinate operations across the various divisions & operating units
- c. Consistency & synergies are brought to the efforts of the various divisions & units – resulting in the next period of sustained growth
- d. Centralization over time tends to breed bureaucracy – Crisis of red tape eventually occurs
- e. In order to overcome the above mentioned challenges organisations must:
  - i. Simplify structures & procedures
  - ii. Reduce HQ staff
  - iii. Reassign staff experts to consulting teams
  - iv. Create matrix structures
  - v. Encourage experimentation
  - vi. Emphasize innovative projects involving cross functional teams

**QUESTION:**

ID and discuss 4 pure types of corporate venture capital investment

**SECTION 1: Building blocks for corporate entrepreneurship****Chapter 4: The forms of corporate entrepreneurship – Corporate venture capital**

OCT/NOV 2013: SECTION B – QUESTION 4.2 (8)

MAY/JUNE 2017: SECTION B – QUESTION 2.2 (8)

OCT/NOV 2017: SECTION B – QUESTION 4.2 (8)

**ANSWER:**

| TYPE OF CORPORATE VENTURE CAPITAL INVESTMENT                          |   |   |  |  |
|---|---|---|--|--|
|   | DRIVING   | ENABLING  | EMERGENT   | PASSIVE  |
| <i>Rational for Investment</i>  | Strategic   | Strategic   | Financial  | Financial  |
| <i>Operational links between the start-up &amp; investing company</i> | Tight   | Loose   | Tight  | Loose  |
| <i>These Investments:</i>   | Extend the corporation's presence in product-market/technological arenas regarded as strategic to the corporation                   | Complement the strategy of the corporation by:<br>-Stimulating demand for the corporation's current products through:<br>-The development of the larger ecosystem within which the corporation operate. | Are targeted toward:<br>-Start-ups whose success may be of strategic relevance to the corporation or<br>-Toward start-ups for whom the corporation's resources/processes, provide needed and critical value within the start-up's overall business model | Are diversification actions in which The Corporation operates as a money manager or investment intermediary for its shareholders                                       |
| <i>Example:</i>   | <i>Microsoft's investments in Internet services start-ups that rely on and help advance the corporation's Internet Architecture</i> | <i>Intel's investments in computer-related start-ups whose success would guarantee a continuing demand for Intel's microprocessors</i>  | <i>Lucent's investments in start-up's that rely on telecommunications technology developed by, but not strategically valuable to, Lucent.</i>  | <i>Dell's investments in high-tech-information technology start-ups whose industries have been more lucrative, on average, than that those of Dell's core business</i> |

**QUESTION:**

**Define and explain** an ambidextrous organisation/ **describe** the concept of an ambidextrous organisation.

**SECTION 3: Achieving and sustaining entrepreneurial performance****Chapter 12: Leading the entrepreneurial organisation – Managing Ambidextrously: Balancing the old & the new**

MAY/JUNE 2013: SECTION B – QUESTION 4.2.1 (5) + 4.2.2 (5)

OCT/NOV 2014: SECTION B – QUESTION 4.1 (5)

OCT/NOV 2016: SECTION B – QUESTION 2.1.1 (3) + 2.1.2 (5)

**ANSWER:**

- The concept of the ambidextrous organisation has been proposed as a model of how successful entrepreneurial organisations operate
- To be ambidextrous is to be versatile or
- Able to use both hand equally well
- Ambidextrous organisations are those that:
  1. Effectively balance the appropriation of value from current business activity
  2. and the search for new value as realized through innovation
- For top managers to create organisational ambidexterity they are required to:
  1. Make innovation a core activity for their organisation
  2. Assume direct responsibility for both mainstream operations & Newstream initiatives
  3. Set explicit goals for innovative outcomes

The concept of an ambidextrous organisation has been proposed as a model of how successful entrepreneurial organisations operate - **Draw a table** indicating how entrepreneurial leadership and ambidextrous management balance competing demands: The table should have the following headings: **Mainstream Exploitation** and **Newstream Exploration**

**ANSWER:**

| “MAINSTREAM” EXPLOITATION                         | “NEWSTREAM” EXPLOITATION  |
|---|---|
| <b>PRESSURES TO:</b>                              |   |
| Generate revenue from current business operations | Search for innovations that will provide revenues in the future |
| Serve current customers                           | Create new markets  |
| Respond to current customers                      | Anticipate future competitors                                   |
| Efficiently utilize current resources             | ID resources that will be relevant in 5 years                   |
| Refine current employee skills & capabilities     | Develop entirely new skill sets                                 |
| Improve current products & services               | Invent entirely new products & services                         |
| Invest in advancing current technologies          | Explore new, emerging technologies                              |

**QUESTION:**

Entrepreneurship can be manifested in organisations through corporate venturing. **Name and discuss** 3 modes for corporate venturing/ Corporate venturing includes various methods for creating, adding to, or investing in new business. **Discuss** the 3 methods of corporate venturing that organisations can use to extract further value from existing resources/ **Discuss** the 3 modes of corporate venturing

**SECTION 1: Building blocks for corporate entrepreneurship**

*Chapter 4: The forms of corporate entrepreneurship – Corporate venturing: Bringing new businesses to the corporation*

OCT/NOV 2013: SECTION B – QUESTION 4.1 (6)

OCT/NOV 2014: SECTION B – QUESTION 3.3 (6)

OCT/NOV 2015: SECTION B – QUESTION 3.3 (6)

MAY/JUNE 2017: SECTION B – QUESTION 2.1 (6)

OCT/NOV 2017: SECTION B –QUESTION 4.1 (6)

**ANSWER:****1) INTERNAL CORPORATE VENTURING:**

- 4. New businesses are created & owned by the corporation
- 5. Typically resides within the corporate structure
- 6. Occasionally may be located outside the firm

**2) COOPERATIVE CORPORATE VENTURING/Joint/Collaborative Corporate Venturing:**

- 7. Refers to entrepreneurial activity in which new businesses are created and owned by the corporation together with one or more external development partners
- 8. Typically exist as external entities and operate beyond the organisational boundaries

**3) EXTERNAL CORPORATE VENTURING:**

- 9. Refers to entrepreneurial activity in which new businesses are created by parties outside the corporation & subsequently invested in or acquired by the corporation
- 10. These external businesses are typically very young ventures

**QUESTION:**

Today organisations are confronted with dynamic, threatening, and complex changes in the external environment, and have been forced to adapt. There are **4 flexible rules**, which enhance a venture's chance of remaining adaptive and innovative, both through and beyond the growth stage.

**Mention/Identify and explain** each of these rules and **highlight** how these rules relate to xxx/  
**Describe** what an "adaptive company" is and **discuss the 4 flexible rules** as applied at xx in building such an organisation/ **Discuss what it means** to be an "adaptive company" and **explain the 4 flexible rules** as applied at xx in building such an organisation/ Research in Motion has been confronted with dynamic, threatening, and complex changes in the external environment, and has been forced to adapt. There are four flexible rules, which enhance a venture's chance of remaining adaptive and innovative, both through and beyond the growth stage. **Identify and explain** each of these rules and **highlight** how these rules relate to xxx. **REFRESHER ACTIVITY – NB + ACTIVITY 3**

**SECTION 3: Achieving and sustaining entrepreneurial performance****Chapter 15: Sustaining entrepreneurial performance in the 21<sup>st</sup> century – Building an Adaptive organisation**

OCT/NOV 2013: SECTION A – QUESTION 1.3 (3)

OCT/NOV 2014: SECTION A – QUESTION 1.2 (10)

MAY/JUNE 2016: SECTION A – QUESTION 1.2 (6)

OCT/NOV 2016: SECTION A – QUESTION 1.3 (8)

OCT/NOV 2017 – SECTION A – QUESTION 1.4 (9)

SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 2 (8)

SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 5 (8)

**ANSWER:****ADAPTIVE COMPANY:**

- Adaptation typically involves various forms of innovation
- An adaptive company:
  1. Increases opportunity for its employees
  2. Initiates change
  3. And instills a desire to be innovative
- Entrepreneurial managers can build an adaptive company in several ways:

**1) SHARE THE ENTREPRENEURIAL VISION:**

- Must be permeated throughout the organisation in order for
  1. Employees to understand the company's direction and
  2. Share in the responsibility for its growth
- The senior-level managers can communicate/share the vision directly to the employees through:
  1. Meetings
  2. Conversations
  3. or Seminars
  4. Through symbolic events such as:
    - Social gatherings
    - Recognition events

- Displays
- Having a shared vision allows the organisation's personnel to catch the dream & become an integral part of creating the future

2) INCREASE THE PERCEPTION OF OPPORTUNITY:

- Can be accomplished with careful job design
- The work should have defined objectives for which people will be responsible
- Each level of hierarchy should be kept informed of its role in producing final output
- Top management must:
  1. Regularly review the company's opportunity horizon
  2. Attempt to stretch that horizon
  3. And Reinforce a focus throughout the organisation on opportunity recognition

3) INSTITUTIONALIZE CHANGE AS THE ORGANISATION'S GOAL:

- This entails a preference for innovation and change
  1. Rather than preservation of the status quo
- If opportunity is to be perceived, the environment of the enterprise must not only encourage it, but also establish it as a goal
- Within this context, a desire for opportunity can exist if:
  1. Resources are made available and
  2. Departmental barriers are reduced

4) INSTILL THE DESIRE TO BE INNOVATIVE:

- The desire of personnel to pursue opportunity must be carefully nurtured:
- Specific steps such as the following should be taken:
  1. *A Reward system:*
    - Explicit forms of recognition should be given to individuals who pursue innovative opportunities (bonuses, salary increases)
  2. *An Environment that allows for failure:*
    - Learning from failure, as opposed to expecting punishment for it, is promoted
  3. *Flexible Operations:*
    - Flexibility creates the possibility of change taking place and having a positive effect
  4. *Development of I-Teams:*
    - In order to foster innovation, I-Teams with performance goals need to be established
    - These must be work groups and visionary, committed teams that have the authority to:
      - Create new directions
      - Set new standards
      - And Challenge the status quo

**QUESTION:**

Many companies have an overall orientation that guides or drives how entrepreneurial activity is manifested in innovation processes. **Briefly explain 2 of the dominant approaches:** Technology-Push and Market-Pull/ **Which dominant innovation process** does xxx use as an overall orientation in driving the manifestation of entrepreneurial activity in the bank? **Describe the meaning** of the approach identified and indicate with examples how xxx uses this: **ACTIVITY 9**

***SECTION 2: Creating the entrepreneurial organisation******Chapter 8: Corporate Strategy and Entrepreneurship – Technology- Push versus Market-Pull Approaches to Innovation***

OCT/NOV 2013: SECTION A – QUESTION 1.3 (3)

MAY/JUNE 2013: SECTION B – QUESTION 2.4 (4)

**MAY/JUNE 2015: SECTION B – QUESTION 4.3 (4)**

**OCT/NOV 2015: SECTION B - QUESTION 4.1 (4)**

**MAY/JUNE 2016: SECTION B - QUESTION 4.1 (4)**

**OCT/NOV 2017: SECTION A - QUESTION 1.3 (3)**

**ANSWER:****TECHNOLOGY-PUSH:**

- Employees try to find technological possibilities and develop products based on them
- They focus on the technology and assume that the market will want the product
- Usually result in breakthrough innovation - both discontinuous and dynamically continuous innovation

**MARKET-PULL:**

- Start with customer needs and are typically driven by marketing people
- Customers are the source of new product ideas and their input is instrumental in the design and development of products
- Result in incremental advances - both continuous innovation and imitation
  1. These innovations usually have short-term pay-offs

**QUESTION:**

**Mention and explain** the 5 key capabilities that would contribute towards organisations achieving a sustainable competitive advantage/ **ID and explain** the 5 key capabilities that would contribute towards organisations achieving a sustainable competitive advantage/ Some of the world's most innovative companies include Facebook, Amazon, Walmart, Disney and Nike. These companies have something in common; they are continuously striving for a sustainable competitive advantage and the managers within them continually reinvent themselves. **Identify and explain** the five key capabilities that would contribute towards Google achieving a sustainable competitive advantage:

**SECTION 1: Building Blocks for corporate entrepreneurship****Chapter 1: The New Entrepreneurial Imperative – The new path to Sustainable Competitive Advantage**

MAY/JUNE 2013: SECTION B – QUESTION 2.1 (5)  
 OCT/NOV 2014: SECTION B – QUESTION 3.1 (5)  
 MAY/JUNE 2015: SECTION B – QUESTION 3.1 (5)  
 OCT/NOV 2016: SECTION B – QUESTION 4.1 (10)  
 MAY/JUNE 2017: SECTION B – QUESTION 4.1 (10)  
 SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 6 (5)

**ANSWER:****1) ADAPTABILITY:**

- The ability to adjust, on a timely basis to new:
  1. Technologies
  2. Customer needs
  3. Regulatory rules
  4. And Other changes in conditions
- Without losing focus or causing significant disruption of core operations and commitments

**2) FLEXIBILITY:**

- The ability to design company
  1. Strategies
  2. Processes
  3. And operational approaches
- That can simultaneously meet the diverse & evolving requirements of:
  1. Customers
  2. Distributors
  3. Suppliers
  4. Financiers
  5. Regulators
  6. & other key stakeholders

**3) SPEED:**

- The ability to:
  1. Act quickly on emerging opportunities
  2. To develop new products & services more rapidly

3. To make critical operational decisions without lengthy deliberation

**4) AGGRESSIONESS:**

- An intense, focused, and proactive approach to:
  1. Eliminating competitors
  2. Delighting customers
  3. And growing employees

**5) INNOVATIVENESS:**

- a Continuous priority placed on leading the marketplace and developing & launching new:
  1. Products & Services
  2. Processes
  3. Markets
  4. & Technologies

**QUESTION:**

Step 2 of the Entrepreneurial Health Audit is Diagnosing the Climate for Corporate Entrepreneurship. During this step, a Corporate Entrepreneurship Climate Instrument (CECI) is used. **Describe** the 5 key antecedents, which the CECI is designed around

**SECTION 3: Achieving and sustaining entrepreneurial performance****Chapter 13: Assessing corporate entrepreneurial Performance – a Systematic Approach: The Entrepreneurial Health Audit**

MAY/JUNE 2014: SECTION B – QUESTION 2.3 (5)

OCT/NOV 2016: SECTION B – QUESTION 2.3 (5)

SEMESTER 2 – 2017: ASSIGNMENT 2 – QUESTION 6 (5)

SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 7 (5)

**ANSWER:****1) Management Support**

- The willingness of top-level managers to facilitate and promote entrepreneurial behaviour.
- Including the championing of innovative ideas and providing the resources, people require to take entrepreneurial actions.

**2) Work Discretion / Autonomy**

- Top-level manager's commitment to:
  1. Tolerate failure
  2. Provide decision-making latitude and freedom from excessive oversight
  3. & Delegate authority and responsibility to managers.

**3) Reinforcement**

- Developing and using systems that:
  1. Reinforce entrepreneurial behaviour
  2. Highlight significant achievements
  3. & encourage pursuit of challenging work.

**4) Time Availability**

- Evaluating workloads to ensure that:
  1. Individuals and groups have the time needed to pursue innovations
  2. That their jobs are structured in ways that support efforts to achieve short- and long-term organisational goals

**5) Organisational Boundaries**

- Precise explanations of outcomes expected from organisational work
- & development of mechanisms for:
  1. Evaluating
  2. Selecting
  3. & Using Innovations

**QUESTION:**

**Briefly explain** the elements of an entrepreneurial culture in the organisation/ **ID and explain** what elements of an entrepreneurial culture are evident at xxx

**SECTION 2: Creating the entrepreneurial organisation**

**Chapter 10: Developing an Entrepreneurial culture – The elements of an entrepreneurial culture: The pieces & parts of culture**

MAY/JUNE 2014: SECTION B – QUESTION 4.2 (10)

MAY/JUNE 2015: SECTION B – QUESTION 2.1 (8)

OCT/NOV 2015: SECTION A – QUESTION 1.2 (10)

**ANSWER:**

Values:

- Intrinsically desirable to employees
- Express preference for certain behaviours & outcomes
- Entrepreneurial values might incl:
  1. Creativity
  2. Integrity
  3. Perseverance
  4. Individualism
  5. Achievement
  6. Accountability
  7. Ownership

Rules of conduct:

- Accepted norms & rules (general understanding)
- Behaviours that represent accepted ways to attain outcomes

Vocabulary:

- Language, acronyms, jargon, slang, signs etc. commonly used in the company

Methodology:

- Perception of how things actually get accomplished such as:
  1. Reliance on rational processes
  2. Politicking
  3. Rule-bending

Rituals-rites, Ceremonies & taboos:

- Incl. Random recognition ceremonies/annual off-site conferences/Christmas parties
- How employees are welcomed, let go and retire

Myths & Stories:

- Histories, sagas, mythologies & legends of an organization

**QUESTION:**

Briefly explain the **role of the sponsor** as well as the **supporter** in an organisation/ Organisations should create an environment where employees are willing to serve in different capacities on a regular basis. **Explain the role of the sponsor as well as the supporter**

***SECTION 2: Creating the entrepreneurial organisation******Chapter 6: Human resources in the entrepreneurial organisation – The creative individual***

OCT/NOV 2016: SECTION B: QUESTION 2.4 (2)

SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 7 (2)

**ANSWER:****1) Sponsor/Facilitator:**

1. Leader/Sponsor of the initiative
  - Pushing for its acceptance & completions
  - Playing a major advising/mentoring role as it unfolds & protecting it
2. High-level person acts as a:
  - Buffer + protector + modifier of rules & policies

**2) Supporter:**

3. Augments the team
4. Playing a secondary/more minor role
5. Providing (on behalf of initiative):
  - Expertise + Intelligence + Analysis & marketing plans

**QUESTION:**

It is important for an entrepreneur to develop an understanding of methods that can be used to gain influence & shape behaviour. How can an entrepreneur use the following methods to overcome **obstacles & constraints**? / Mention 4 ways in which organisations can acquire more **resources for growth**

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance****Chapter 11: Constraints on Entrepreneurial Performance – Overcoming the obstacles & constraints**

MAY/JUNE 2014: SECTION B – QUESTION 4.1 (6)

MAY/JUNE 2015: SECTION B – QUESTION 2.3 (4)

OCT/NOV 2016: SECTION B: QUESTION 3.2 (4)

SEMESTER 1 – 2017: ASSIGNMENT 2 – QUESTION 4 (10)

SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 4 (9)

**1) Building Social Capital:**

6. Must rely on their ingenuity & persistence to build influence
7. Need to build 'social capital'
  - Defined as: Inventory of trust, gratitude, or obligations that can be 'cashed in' when the new project is in demand
  - Can be accomplished by: sharing information, creating opportunities for people to demonstrate their skills & competence & building/using influence networks

**2) Gaining Legitimacy:**

8. Strategy: To use personal influence/Influence networks to somehow structure secure endorsements that will convince the necessary supporters of the viability & credibility
9. Gained through experience in various new initiatives started by other & by first achieving small success with their own original ideas.

**3) Political Tactics:**

10. Rule-orientated/Rule-evading tactics specifically when dealing with unreasonable requests/demands from different departments in the organisations
11. Personal-political tactics can be applied to adverse situations

**4) Resource acquisition: (*acquire more resources for growth*)**

12. Major method of securing the necessary resources is through co-operation/leveraging of the resources currently underutilized by the company.
13. 4 direct strategies:
  - *Borrowing*: Temporarily/periodically secure the use of assets/other resources, on the premises that they will eventually be returned
  - *Begging*: Secure resources by appealing to the owners goodwill
  - *Scavenging*: Extract usage from goods that others do not intend to use. Involves learning about unused/underused resources

- *Amplifying*: The capacity to lever far more value out of an asset than is perceived by the original owner

**QUESTION:**

Entrepreneurial leadership is encouraged to take place at all levels within the company. In order for middle management to contribute to the entrepreneurial process, what role would XXX play?

Describe the **4 roles of middle management?** / Entrepreneurial leadership is encouraged to take place at all levels within a company. What roles would xxx play as a **lower level (operating) manager** to contribute to the entrepreneurial process? Describe at least 6 roles

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance**

*Chapter 12: Leading the entrepreneurial organization – Variations in Managerial Roles across the forms of strategic Entrepreneurship.*

**MAY/JUNE 2015: SECTION B – QUESTION 4.2 (6)**

**MAY/JUNE 2017: SECTION A – QUESTION 1.3 (8)**

**SEMESTER 1 – 2018: ASSIGNMENT 2 – QUESTION 6 (4)**

**SEMESTER 2 – 2017: ASSIGNMENT 2 – QUESTION 5 (8)**

**1) Roles of Middle management:**

- a. Championing:
  - i. Nurture & advocate
  - ii. Champion
  - iii. Present alternatives to top management
- b. Synthesizing:
  - i. Categorize issues
  - ii. Sell issues to top management
  - iii. Blend strategic & hands-on information
  - iv. Synthesize
- c. Facilitating:
  - i. Nourish adaptability & shelter activity
  - ii. Share information
  - iii. Guide adaptation
  - iv. Facilitate learning
- d. Implementing:
  - i. Implement, Revise & adjust
  - ii. Motivate, Inspire and coach

**2) Roles of Middle (Operating) management:**

- a. Experimenting:
  - i. Learn & improve
  - ii. Link technical ability & need
  - iii. Initiate autonomous initiatives
  - iv. Experiment & take risks
- b. Adjusting:
  - i. Respond to the challenge
- c. Conforming:
  - i. Be a good soldier
  - ii. Follow the system

**QUESTION:**

ID & Explain 6 ways in which entrepreneurship can be manifested/ ID and explain 4 ways in which **entrepreneurship can be manifested** at xxx/ Describe 7 ways which entrepreneurship is **manifested in established companies**/ ID and explain 6 ways in which entrepreneurship **can be manifested** at xx

**SECTION 1: Building blocks for corporate entrepreneurship**

**Chapter 2: The unique nature of corporate entrepreneurship – Where to find entrepreneurship within a company:**

**MAY/JUNE 2015: SECTION A - QUESTION 1.3 (4)**

**MAY/JUNE 2016: SECTION B - QUESTION 3.3 (7)**

**OCT/NOV 2016: SECTION A – QUESTION 1.1 (12)**

**2018: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 5 (6)**

1) TRADITIONAL R&D:

14. *'Leave it to the technical guys'*

- Technically qualified staff that works on improving existing products & developing new ones.

2) AD-HOC VENTURE TEAMS:

15. *'Get the concept, the budget & a deadline for the team – go to it'*

- Teams tend to be good @ accomplishing the specific mission, but not @ producing sustained entrepreneurship

3) NEW VENTURE DIVISIONS:

16. *'Have a factory for breakthrough concepts'*

- Kind of incubator where bold new ventures can be formulated & brought to life

4) CHAMPIONS & THE MAINSTREAMS:

17. *'It's up to everyone, including you'*

- Entrepreneurship can originate from any person, level or department

5) ACQUISITIONS:

18. *'Buy growth & obtain the products, markets & technologies of others'*

- The key is strategic fit on:
  - Making acquisitions related to the core competencies of the company
  - Acquiring skills, technologies, & customers that complement the strategic direction of the company

6) OUTSOURCING INNOVATION:

19. *'Have someone else to develop it for your org. & then make the money'*

7) HYBRID APPROACHES:

20. *'Mix & match the other approaches to fit the context'*

**QUESTION:**

There is some level of entrepreneurship in every organization. Innovativeness, risk-taking and pro-activeness are three dimensions that characterize and determine the level of entrepreneurship within an organization. By quoting relevant examples from the case, **discuss the three dimensions of corporate entrepreneurship** as applied at XXX. / Innovativeness, risk-taking and pro-activeness are 3 dimensions that characterize and determine the level of entrepreneurship within an organisation. By giving relevant examples from the case, **ID and discuss 2 corporate entrepreneurship dimensions** that are applicable to xxx/ Discuss the **3 dimensions of corporate entrepreneurship/** Provide a description of **pro-activeness** and suggest the 3 key ways in which it can be manifested at xxx

**SECTION 1: Building blocks for corporate entrepreneurship****Chapter 3: Levels of entrepreneurship in organisations – Entrepreneurial intensity**

MAY/JUNE 2013: SECTION B – QUESTION 2.3 (6)

OCT/NOV 2013: SECTION B – QUESTION 2.1 (4)

OCT/NOV 2014: SECTION A - QUESTION 1.4 (6)

MAY/JUNE 2016: SECTION A - QUESTION 1.1 (9)

OCT/NOV 2017: SECTION B – QUESTION 2.1 (4)

2018: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 2 (6)

1) INNOVATIVENESS:

- To what extent is the company doing things that are novel, unique/different:
  1. Possibilities that exist:
    - Can take the form of new/improved products or services
    - Innovation frontier in processes/finding new & better ways to accomplish a task/function
  2. Pressure comes from both internal & external forces
  3. Push for innovativeness manifests in various ways:
    - An increase in the # of innovation projects underway @ a given point in time
    - Companies must become faster to reduce time from idea innovation to launch
    - Ability to innovate faster requires more departments & functional areas to be involved in the process

2) RISK TAKING:

- Involves a willingness to pursue opportunities that have a reasonable likelihood of producing losses/significant performance discrepancies
- Loss is measured i.t.o:
  1. The probability off loss &
  2. The magnitude of loss
- The emphasis on corporate entrepreneurship is on moderate & calculated risks
- Entrepreneurship involves reasonable awareness of (financial, technical, market, personal risks involved & attempt to manage these risks
- Risk taking can be viewed as both an:
  1. Individual trait
  2. Organisation-level concept
- Risk is more manageable when lots of trials & experiments are regularly pursued

## 3) PRO-ACTIVENESS:

- Opposite of reactivity: To describe an action orientation
- Is associated with assertiveness @ company level
- Entrepreneurial firms act rather than react to their environment
- Concerned with:
  1. Implementation
  2. Taking responsibility
  3. Doing whatever necessary to bring an entrepreneurial concept to fruition
- Usually involves:
  1. Considerable perseverance
  2. Adaptability
  3. Willingness to assume responsibility for failure
- Manifested in 3 ways:
  1. Seeking new opportunities that may/may not be related to the present line of operations
  2. Introducing new products & brands ahead of competition
  3. Strategically eliminating operations that are in the mature/declining stages of the cycle

**QUESTION:**

Identify and explain the specific **constraints on corporate entrepreneurship** which you would alert XXX about/ Identify and explain five (5) **specific constraints on corporate entrepreneurship** which you would alert the organisations in the case study about?

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance**

*Chapter 11: Constraints on Entrepreneurial Performance – a Framework for understanding the obstacles*

OCT/NOV 2015: SECTION B – QUESTION 2.1 (10)

2018: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 2 (6)

| SYSTEMS                        | STRUCTURES                                     | STRATEGIC DIRECTION                       | POLICIES & PROCEDURES                           | PEOPLE                         | CULTURE   |
|--------------------------------|--|---|---|--------------------------------|---|
| Misdirected rewards/evaluation | To many hierarchical levels                    | Absence of innovation goals               | Long & complex approval cycles                  | Fear of failure                | Ill-defined values  |
| Oppressive control             | Overly narrow span of control                  | No formal strategy for entrepreneurship   | Extensive red tape & documentation requirements | Resistance to change           | Lack of consensus over value & norm priorities                        |
| Inflexible budgeting           | Respons. without authority                     | No vision from the top                    | Over-reliance on established rules of thumb     | Parochial bias                 | Lack of fit of values with current competitive context                |
| Arbitrary cost allocation      | Top-down management                            | Lack of commitment from senior executives | Unrealistic performance criteria                | 'Turf' protection              | Values that conflict with innovativeness, risk taking & Proactiveness |
| Overly rigid, formal planning  | Restrictive communication levels               | No entrepreneurial role models @ top      |   | Inappropriate skills & talents |   |
|                                | Lack of accountability for innovation & change |   |   | Short-term orientation         |   |

**QUESTION:**

Where would you place XXX in the entrepreneurial grid?

**SECTION 1: Building blocks for corporate entrepreneurship**

**Chapter 3: Levels of entrepreneurship in organisations – Entrepreneurial intensity: Applying the Entrepreneurial grid to organisations: ACTIVITY 4**

**OCT/NOV 2015: SECTION A – QUESTION 1.1 (4)**

Periodic/incremental segment:

- Introducing creative changes

Continuous/Incremental segment:

- Step-at-a-time
- Performance of an existing product is enhanced
- Continuous stream of product improvements, with an occasional new product

Periodic/Discontinuous:

- Breakthrough innovation
- Addressing a new need/market
- Responsible for entrepreneurial imperatives, its efforts have had a relatively dramatic effect on several industries

Dynamic segment:

- Dramatic improvement over the existing solution
- Finding commercial uses for new product technology
- Developing that technology
- Finding novel applications for these products

Revolutionary Sector:

- Speed & aggressiveness
- High-risk profile
- Visionary approach to the future

**QUESTION:**

Entrepreneurial initiatives can be held back or derailed at XXX because of a number of **shortcomings of the corporate entrepreneur**. There are **limitations** that the XXX group is likely to face. Explain the limitations that may lead to XXX managers/corporate entrepreneurs to fail. / ID and explain **limitations** that corporate entrepreneurs face that lead them to fail despite a desire to pursue entrepreneurial ideas/ Briefly explain at least **8 limitations** that many corporate entrepreneurs face in spite of a desire to pursue entrepreneurial ideas

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance**

*Chapter 11: Constraints on Entrepreneurial Performance – Coming up short: Limitations of the corporate entrepreneur: **ACTIVITY 6***

**MAY/JUNE 2014: SECTION A – QUESTION 1.4 (5)**

**OCT/NOV 2015: SECTION B – QUESTION 2.2 (10)**

**MAY/JUNE 2016: SECTION B - QUESTION 2.3 (8)**

- **Lack of:**

1. Political savvy: Learning to work the system
2. Time: Crisis management
3. Incentive to innovate: Beyond Tokenism
4. Financial Credibility: Inability to project believable numbers
5. People development skills: Autocracy Rules
6. Legitimacy: Untested concept & entrepreneur
7. 'Seed' capital: The problem of early resources
8. Open ownership: Protecting turf
9. Sponsor: Someone to watch over you
10. Energy & Shared enthusiasm: The Inertia problem
11. Personal Renewal: Issue of reinforced denial
12. Urgency: Fear as good & Bad
13. Appropriate timing: The resource shift dilemma

**QUESTION:**

Organisational structure plays an important role in facilitating the corporate entrepreneurship process in a business. The structure of a company can be categorised into one of four general types of structure, each with specific characteristics. Identify and briefly describe each type of **organisational structure** / ID and explain the **4 different types of organisational structure** / Explain how Machine bureaucracy **structure** can promote/hinder corporate entrepreneurship?

**SECTION 2: Creating the entrepreneurial organisation**

*Chapter 9: Structuring the company for entrepreneurship – Types of structures: Links to entrepreneurial strategy*

MAY/JUNE 2013: SECTION A -QUESTION 1.1 (14)

MAY/JUNE 2014: SECTION B – QUESTION 4.3 (4)

OCT/NOV 2014: SECTION B - QUESTION 2.3 (8)

MAY/JUNE 2016: SECTION B - QUESTION 4.3 (8)

SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 1 (8)

1) SIMPLE STRUCTURE:

- Highly informal with coordination of tasks accomplished by direct supervision
- All strategies determined/ Power concentrated @ the top
- Low degree of bureaucracy & information systems are unsophisticated
- Little need exists for integrating mechanisms

2) MACHINE BUREAUCRACY:

- Mechanistic/Rigid structure in which coordination of tasks is achieved through standardisation of work
- Structure is hierarchical & very bureaucratic
- Need to follow formal guidelines & plans is stressed
- Power is concentrated among top executives & those who design workflow processes

3) ORGANIC:

- Limited hierarchy & highly flexible structure
- Groups of trained specialists from different work areas collaborate to design & produce complex & rapidly changing products.
- Power is decentralized & authority is linked to expertise
- Few bureaucratic rules/standard procedures exist

4) DIVISIONAL:

- Self-contained profit centres exist for producing & marketing different product lines/groups
- Divisions can differ from 1 another i.t.o their structure
- Control is facilitated by sophisticated management information systems
- Coordination across divisions is achieved via interunit committees & a staff infrastructure @ the head office

**QUESTION:**

The entrepreneurial philosophy of control extends to the financial records and books of your organisation. As an operating model, you recommend an **open book management** approach. In doing so, you are required to **describe open book management** and **list the key ingredients**, also known as **principles**, constituting such an approach/ In recommending an **open book management** model to xxx, you are requested to **describe and ID the key ingredients** thereof/ In recommending the **open book management** model, you are requested to describe and **ID the 6 key ingredients** thereof: **REFRESHER ACTIVITY NB**

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance****Chapter 14: Control & Entrepreneurial Activity – Control & Costs: The open book Revolution**

OCT/NOV 2013: SECTION B – QUESTION 2.2 (8)

OCT/NOV 2014: SECTION B - QUESTION 4.2 (8)

MAY/JUNE 2017: SECTION B – QUESTION 3.1 (8)

OCT/NOV 2017: SECTION B – QUESTION 2.2 (8)

**OPEN BOOK MANAGEMENT:**

- A way of running a company that gets everyone to focus on helping the business make money
- The emphasis is on WHY things are happening & WHY improved performance is needed in certain areas

**6 Key ingredients/Principles:**

- 1) Every employee has access to the company's financials & all the other #'s critical to tracking the company's performance
- 2) An overt & ongoing attempt to get the information in front of employees
- 3) The company teaches the basics of the business (what the #'s mean) to everyone
- 4) Employees learn that part of their job is to move the #'s in the right direction
- 5) People are empowered to make decisions in their jobs based on what they know
- 6) Employees have a stake in the company's success & share in the risk of failure

**QUESTION:**

Why do you think xxx adopted an **open innovation model**? Discuss 4 reasons why pursuing/adopting an **open innovation model** as a vehicle for corporate entrepreneurship should be considered/ Define the term **open innovation**? **ACTIVITY 7**

**SECTION 1: Building blocks for corporate entrepreneurship****Chapter 4: The forms of corporate entrepreneurship – The open Innovation Revolution**

MAY/JUNE 2013: SECTION B – QUESTION 3.2 (6)

MAY/JUNE 2015: SECTION A - QUESTION 1.4 (6)

MAY/JUNE 2016: SECTION B - QUESTION 3.1 (8)

OCT/NOV 2016: SECTION A – QUESTION 3.1 (3.1.1: 3) + (3.1.2: 8)

SEMESTER 1 – 2017: ASSIGNMENT 2 – QUESTION 6 (8)

2017: SELF ASSESSMENT ASSIGNMENT 3 – QUESTION 1 (5)

**OPEN INNOVATION:**

- Implies that the firm is not solely reliant upon its own innovative resources for new technology, product or business development purposes
- The firm acquires critical inputs to innovation from outside sources.

- 1) Importing new ideas is a good way to multiply the building blocks of innovations:
  - By accessing external inputs (*Others' available technology through licencing*) firms can potentially offer more & better innovative outputs (*New products*)
- 2) Exporting ideas is a good way to raise cash & keep talent:
  - A Company's innovative ideas (*proprietary technology*) can have market value that is exploitable through its sale to outside customers
  - Firms can avoid discouraging the people who generated those ideas
- 3) Exporting ideas gives companies a way to measure an innovation's real value & to ascertain whether further investment is warranted:
  - Offers to sell internally developed innovative ideas to external markets can be litmus tests for the true value of those ideas
- 4) Exporting & Importing ideas helps companies clarify what they do best:
  - Collaborative efforts, the purchase of innovations/inputs to innovations to others:
    - Can reveal where a firm's real bases for competitive advantage lie
    - & accordingly how it should define its business

**QUESTION:**

Discuss the **critical elements** of an entrepreneurial **philosophy of control?** / Mention 8 **critical elements** of an **entrepreneurial philosophy of control**

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance**

**Chapter 14: Control & Entrepreneurial Activity – The entrepreneurial philosophy of control:**

MAY/JUNE 2013 – SECTION B – QUESTION 4.1 (10)

MAY/JUNE 2015: SECTION B - QUESTION 2.2 (8)

MAY/JUNE 2016: SECTION B - QUESTION 4.2 (8)

- 1) Control based on 'no surprises'
- 2) Looser but effective control elements
- 3) A mindset of giving up control to gain control
- 4) Mutual trust
- 5) Emphasis on self-control
- 6) Pools of internal venture capital
- 7) Open & shared control information
- 8) Empowerment & discretion built into the job

**QUESTION:**

In order to create wealth, companies will need to establish linkages between entrepreneurial actions and strategic actions within 6 dominant "domains". **ID at least 6 of these domains?**

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance**

*Chapter 15: Sustaining entrepreneurial performance in the 21<sup>st</sup> century – The 21<sup>st</sup> century entrepreneurial company: A dynamic incubator*

OCT/NOV 2013: SECTION B – QUESTION 4.3 (6)

MAY/JUNE 2017: SECTION B – QUESTION 3.3 (6)

OCT/NOV 2017: SECTION B – QUESTION 4.3 (6)

- 1) Competitive mindset of managers must be based on **Innovation**:
  - a. Innovation efforts of the company must be managed strategically
- 2) Entrepreneurial & strategic actions are used to create & exploit **Networks**:
  - a. Networks of relationships between organisations
- 3) Entrepreneurial & strategic must combine to facilitate **internalization**:
  - a. Exploitation of global opportunities
- 4) **Organizational Learning**:
  - a. Strategic commitment to learning
- 5) The **top management team & governance structures** in the company:
  - a. Must have a shared entrepreneurial vision that they translate into goals & strategies
- 6) Types of **Growth Opportunities**:
  - a. The objective is to manage growth properly through designed & executed entrepreneurial strategies

**QUESTION:**

Discuss how personnel at the **grassroots level**, operating as "order takers" or "autonomous actors" can result in entrepreneurial initiative at your organisation?

**SECTION 3: Achieving & Sustaining Entrepreneurial Performance****Chapter 12: Leading the entrepreneurial Organization: First-Level managers & no managerial Personnel: Entrepreneurship @ the Grassroots level**

OCT/NOV 2013: SECTION B – QUESTION 3.3 (4)

MAY/JUNE 2015: SECTION B - QUESTION 3.3 (5)

OCT/NOV 2017: SECTION B – QUESTION 3.3 (4)

1) Order Takers:

- i. Implement entrepreneurial initiatives endorsed @ higher organizational; levels

2) Autonomous Actors:

- i. Pursues recognized entrepreneurial opportunities that have not been specifically induced from above

**QUESTION:**

Recommend 7 **creative approaches** that HR division at xx can use to reward their employees? / Recommend at least 6 **creative approaches** that xxx can use to reward their employees

**SECTION 2: Creating the entrepreneurial organisation****Chapter 7: Human resources & the entrepreneurial organisation**

MAY/JUNE 2014: SECTION B – QUESTION 3.3 (6)

OCT/NOV 2014: SECTION B - QUESTION 4.3 (7)

MAY/JUNE 2017: SECTION B – QUESTION 3.2 (6)

- 1) When a new idea is accepted by the company, the CEO awards shares of stock to the employee
- 2) A Parking spot is reserved for the 'innovator of the month'
- 3) The top performing team i.t.o innovation is send to a resort for a week
- 4) Praise & recognition boards – Allow innovators to appear in company advertisements
- 5) 'on-the-spot' awards for anyone showing special initiative
- 6) 'Hero biographies' are written about an employee
- 7) 'Frequent innovator' programs

**QUESTION:**

Q 1.2 (10): Unpack the concept of '**creative abrasion**' & indicate how this concept is applied

**ACTIVITY 11**

MAY/JUNE 2013: SECTION A – QUESTION 1.2 (10)

SEMESTER 2 – 2018: ASSIGNMENT 2 – QUESTION 7 (9)

***SECTION 2: Creating the entrepreneurial organisation***

***Chapter 7: Human resources & the entrepreneurial organisation: The organizational Perspective:***

Creative Abrasion:

- A way of fostering entrepreneurship
- Requires that managers figure out how to get different approaches & perspectives to grate against another in a productive process
- Calls for the development of leadership styles that focus on ID & incorporating polarized viewpoints
- Probabilities for unexpected juxtapositions & levels of mutual understanding are increased
- A corporate culture of heightened sensitivity & harmony is achieved
- Serves to facilitate divergence
- Must be complemented by leadership styles & structures that ultimately produce convergence
- Highlights differences that are natural & that increase the level of stimulation & variety in the organization
- It's an art requiring patience & a sense of when to let the friction run its course & when to intervene

**QUESTION:**

Briefly explain the external challenges that organizations face in their core Human Resources function: **ACTIVITY 10**

**SECTION 2: Creating the entrepreneurial organisation****Chapter 7: Human resources & the entrepreneurial organisation: The organizational Perspective:**

**MAY/JUNE 2014: SECTION B – QUESTION 3.2 (6)**

- Characteristics of the changing work forces
- Increasing Legal requirements
- Complex Ethical Issues
- Outsourcing & Other Global Challenges
- Labour Relations & Union Pressures
- Changing technology Affecting the workplace

**QUESTION:**

Define the external environment & discuss recent developments in **3 of the major domains** – **ACTIVITY 2**

**SECTION 2: Creating the entrepreneurial organisation****Chapter 7: Human resources & the entrepreneurial organisation: The organizational Perspective:**

**OCT/NOV 2013: SECTION A – QUESTION 1.2 (8)**

**OCT/NOV 2017: SECTION B – QUESTION 1.2 (8)**